

U.S. Embassy Baghdad Public Affairs Section

Notice of Funding Opportunity Title (NOFO): English for Mission Contacts Program - Baghdad

Announcement Type: Cooperative Agreement
Funding Opportunity: DOS-Baghdad-PD-2020-002
CFDA: 19.021
Total Amount Available: \$200, 000.00
Deadline for Applications: Iraq Time, 06/15/2020 (11:59P.M.)

Contact Information:

For information and questions about this announcement, please send all email inquiries to the U.S. Embassy Baghdad at baghdadpdgrants@state.gov. All correspondence to baghdadpdgrants@state.gov regarding this NOFO should reference the title and Funding Opportunity Number located at the top of this announcement when making your request. Once the NOFO closing date has passed, baghdadpdgrants@state.gov may not discuss this competition with applicants until the proposal review process has been completed.

NOTIFICATION

Applicants can expect to be notified of the status of their application within thirty (30) days of the submission deadline. Issuance of this NOFO does not constitute an award commitment on the part of the United States Government. It does not commit the USG to pay for costs incurred in the preparation and submission of proposals. The USG reserves the right to reject any or all proposals received.

If a proposal is selected for funding, the U.S. Embassy in Baghdad has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase funding or extend the period of performance is at the total discretion of the Embassy.

SUMMARY:

The English for Mission Contacts (EFMC) program in Baghdad supports U.S. Mission and Strategic Framework Agreement goals by enhancing cooperation with Iraqi contacts and improving their capacity to communicate in English. Students in the EFMC program are important Iraqi interlocutors (not Embassy employees) with whom the nominating office has contact and who desire to improve their English language skills. Subject to the availability of funds, the Embassy expects to award one cooperative agreement for up to \$ 200,000.00 to the selected program implementer to carry out the EFMC program.

GOALS:

Through this English language program, the U.S. Mission in Iraq seeks to provide Iraqi interlocutors and contacts with high quality English language courses, enabling them to improve their English skills and develop professionally. The program seeks to be as responsive as possible to the differing skill levels and professional needs of contacts who request to be nominated to participate. This program will enhance U.S. Mission cooperation with Iraqi interlocutors and our communication with them, now and in the future.

Authority: Overall grant-making authority for this program is contained in the Mutual Educational and Cultural Exchange Act of 1961, Public Law 87-256, as amended, also known as the Fulbright-Hays Act. The purpose of the Act is “to enable the Government of the United States to increase mutual understanding between the people of the United States and the people of other countries...; to strengthen the ties which unite us with other nations by demonstrating the educational and cultural interests, developments, and achievements of the people of the United States and other nations...and thus to assist in the development of friendly, sympathetic, and peaceful relations between the United States and other countries of the world.”

A. PROGRAM DESCRIPTION

The English for Mission Contacts (EFMC) program was designed as a resource for the staff of Embassy Baghdad to offer to contacts who ask for help in improving their English language skills. Candidates for the program are contacts with whom the nominating Mission employee has regular interaction and who want to improve their English language skills for professional development.

Language skills of speaking, reading, writing and listening will be targeted with an added emphasis on authentic speaking and listening activities. At the advanced level, additional work in reading and writing for professional purposes will be incorporated. In addition to direct language teaching, the EFMC program will include development of language skills necessary for professionals from a wide variety of fields to be successful at communicating in English. In-class activities and assignments may include: oral presentation skills, proposal writing, c.v./resume drafting, Power Point presentation creation, telephone conversations, and other related activities.

The program will be completed within 16 months and be comprised of four 8-week sessions. Each session will offer three levels, roughly classified as beginning, intermediate and advanced. Embassy Baghdad will be offered 90 students’ slots per session. Class size is limited to no more than 15 students, though exact class size for each language level may vary depending on the language proficiency levels of nominated students and the number of nominations made.

Those nominated for a session will be given a placement test using the TOEIC Bridge or a comparable approved test which will also be administered at the completion of the course. Test results will gauge language improvement and serve as a solid benchmark for the participants at the completion of the course.

U.S. Mission Responsibilities: A notice, describing the program and explaining the nomination procedures, will be sent to U.S. Mission staff a minimum of one month prior to the beginning of each 8-week session. Candidates will be nominated by a Mission staff member who must submit a nominating application and a justification for why the contact should be considered for the course. Nominees will be accepted only for one 8-week session; however, if he or she successfully completes a session with a minimum of 80 percent attendance rate and an end-of-course score of 80 percent or higher, serious consideration will be given to allow that individual to continue to the next course. The nominating officer will need to re-nominate the contact for them to continue to the next language level.

Program implementers are expected to:

Provide four 8-week English language sessions of 50 hours each for contacts nominated by staff members of the U.S. Embassy in Baghdad.

Offer three language levels roughly classified as beginning, intermediate and advanced during each session. Design a program curriculum that satisfies the goals and objectives of the program as stated in the program description.

Hiring the most qualified personnel (i.e. Coordinators; Local & Native Speaker Teachers; Teaching Assistants), and regularly evaluating and monitoring the program and its staff to ensure that the EFMC program is implemented in accordance with relevant official documents, as well as best practices in instruction and program management.

Carry out one half-day (minimum 4-hour) in-service teacher training workshop for all program teachers for each of the four 8-week courses. These may be part of regularly scheduled in-service training. In consultation with the U.S. Mission Iraq Regional English Language Office, the program implementer will select workshop topics and materials that focus on improving teachers' teaching techniques and strategies for teaching English to intended participant audience.

Report on the attendance, content and results of contacts each of the four 8-week courses.

Report on the attendance, content and results of the in-service teacher training workshops.

Arrange an informal graduation ceremony at the end of each session and provide a certificate for successful session graduates.

Maintain and submit information on enrollment, placement scores, attendance data, and final test scores and course grades.

Suggested timeline for the English for Mission Contacts Program:

July 2020	Embassy announces 1 st eight-week session to U.S. Mission Iraq staff.
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Embassy staff members submit nominations to the U.S. Mission Iraq Regional English Language Office.

August 2020

U.S. Mission Iraq Regional English Language Office submits nominations to program implementer.

Implementing organization completes placement testing.

Final course participant list and placement test scores submitted to U.S. Mission Iraq Regional English Language Office by program implementer.

Mid-August 2020

1st eight-week session starts

Mid-October 2020

Complete 1st eight-week session.

1st report submitted by program implementer with participant attendance, placement test, final test scores and session grades.

November 2020

Embassy announces 2nd eight-week session to U.S. Mission Iraq staff.

Staff members submit nominations to the U.S. Mission Iraq Regional English Language Office.

December 2020

U.S. Mission Iraq Regional English Language Office submits nominations to program implementer.

Program implementer completes placement testing.

Final course participant list and placement test scores submitted to U.S. Mission Iraq Regional English Language Office by program implementer.

Mid-December 2020

2nd eight-week course starts.

Mid-February 2021

Complete 2nd eight-week course.

Report submitted by program implementer with participant attendance and final test scores and course grades.

March 2021

Embassy announces 3rd eight-week session to Mission Iraq staff.

Staff submits nominations to the U.S. Mission Iraq Regional English Language Office.

April 2021	<p>U.S. Mission Iraq Regional English Language Office submits nominations to program implementer.</p> <p>Participant placement testing completed by program implementer.</p> <p>Final course participant list and placement test scores submitted to U.S. Mission Iraq Regional English Language Office by program implementer</p>
Mid-April 2021	3rd eight-week course starts
Mid-June 2021	<p>Complete 3rd eight-week course</p> <p>Report submitted by program implementer with participant attendance and final test scores and course grades</p>
July 2021	<p>Embassy announces 4th eight-week session to U.S. Mission Iraq staff.</p> <p>Staff submits nominations to the U.S. Mission Iraq Regional English Language Office.</p>
August 2021	<p>U.S. Mission Iraq Regional English Language Office submits nominations to program implementer.</p> <p>Participant placement testing completed by program implementer.</p> <p>Final course participant list and placement test scores submitted to U.S. Mission Iraq Regional English Language Office by program implementer.</p>
Mid-August 2021	4th eight-week course starts.
Mid-October 2021	<p>Complete 4th eight-week course.</p> <p>Report submitted by program implementer with participant attendance and final test scores and course grades</p> <p>Program implementer submits final report including data for 1st, 2nd and 3rd session participants.</p>

Guidelines: The award period will be from July 2020 – October 2021. The award duration will be 16 months and will cover all aspects of program planning, curriculum design, teacher selection, in-service teacher training workshops, teacher training reports, placement tests, assignment of course participants in appropriate level courses based on their placement test

scores, program report preparation and submission, final test score and final grade reporting. The program implementing organization will serve as the primary point of contact and source of information for the Embassy/Consulates. Applicants should use the aforementioned timeline as a guideline.

Budget Guidance:

The grantee should provide a budget for a program that will enroll 90 students. Costs should be reasonable and realistic in relation to the project activities. Applicants are encouraged to provide as much detail as possible so that the committee may determine the extent to which the request represents an efficient use of USG resources. The budget should be consistent with the program narrative description of the project and should reflect the applicant’s understanding of the allowable cost principles established by Title 2 CFR 200.306 (part 230) on cost principles for non-profit organizations.

The U.S. Embassy Baghdad Public Affairs Office reserves the right to award less or more than the funds described under circumstances deemed to be in the best interest of the U.S. Government.

B. Federal Award Information

Type of Award: Cooperative Agreement

Approximate Total Funding: \$200,000, pending availability of funds

Approximate Number of Awards: One

Anticipated Award Date: July 2020

Anticipated Project Completion Date: November 2021

Additional Information: Applicants' budget submissions should be realistic and reflect anticipated actual costs required to implement the program(s) and the varying costs specific to programming needs.

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov .

The recipient of funding under this announcement will be required to submit quarterly technical and financial reports during the term of the project, as well as a final assessment at the end of the project.

Contact Information: For questions about this announcement, please send all inquiries to baghdadpdgrants@state.gov.

C. Eligibility Information

C.1 Eligible applicants: Applications must be submitted by public and private non-profit organizations.

Eligibility: Applicants must:

- Have demonstrated experience administering English teaching programs in Iraq, with preference given to organizations that have administered English for Mission Contacts Programs;
- Have the capacity to operate in Baghdad and have active partnerships with organization(s) operating in Baghdad needed to support the program.

All Federal assistance recipients must have a Dun & Bradstreet Number (DUNS) and a CCR (CAGE) number prior to funds disbursement. A DUNS number may be acquired at no cost by calling the dedicated toll-free DUNS number request line at 1-866-705-5711 or requesting on-line at www.dnb.com.

C.2 Organizational Capacity: Applications must include a clear description of the applicant's management structure, previous experience with similar projects, and organizational background in the country/region as these relate to the proposed activities. Besides information about the organization as a whole, this section must also identify the proposed management structure and staffing plan for the proposed project.

Applicant organizations must demonstrate the capacity to implement English language programs and to work in Iraq, either directly or through an Iraqi based partner organization.

C.3 Hiring Qualified Personnel:

The organization must demonstrate the competency of the staff involved in the project implementation, including the appropriate educational background and experience of program teachers. English teachers participating in the program must possess a BA university degree in English teaching or related subject, a minimum of 3 years teaching experience and must demonstrate English language proficiency equal to or more than a score of 75 on the TOEFL IBT, 6 on the IELTS or B2 on CEFR, or a comparable test with approval.

C.4 Monitoring and evaluation plan: Proposals should have a clear monitoring and evaluation plan to ensure proper implementation: the quality and effectiveness of the program; the supervision and professional development of the program teachers; and a reporting mechanism charting participant progress, attendance, and retention.

C.5 Cost Sharing or Matching Funds: There is no minimum or maximum percentage required for this competition. However, PA Baghdad encourages applicants to provide maximum levels of cost sharing and funding in support of its programs.

When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, you must maintain written records to support all costs which are claimed as your contribution, as well as costs to be paid by the Federal government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, PA Baghdad's contribution will be reduced in like proportion.

C.6 Other Eligibility Requirements:

Technical Eligibility: All proposals must comply with the requirements stated in the Proposal Submission Instructions; non-compliance will result in your proposal being declared technically ineligible and given no further consideration in the review process.

Eligible applicants may not submit more than one proposal in this competition.

If more than one proposal is received from the same applicant, all submissions will be declared technically ineligible and will receive no further consideration in the review process.

Please note: Applicant organizations are defined by their legal name and EIN number as stated on their completed SF-424 and additional supporting documentation outlined in the Proposal Submission Instructions document.

Application and Submission Information:

Note: Please read the complete announcement before sending inquiries or submitting proposals. Once the NOFO closing date has passed, PA Baghdad staff may not discuss this competition with applicants until the proposal review process has been completed.

To meet the announcement closing date, submissions must be received by on or before **Monday June 15, 2020.**

The applicant is requested to submit a completed proposal package that includes a project narrative and all mandatory appendices, per the solicitation instructions below. Note: The applicant must provide a statement of explanation for any mandatory appendices that are not submitted with their application. Unsolicited appendices will not be read and should not be submitted for this award.

Key Registrations:

All federal award recipients must maintain current registrations in the SAM database. Recipients must maintain accurate and up-to-date information in www.SAM.gov until all program and financial activity and reporting have been completed. Recipients must review and update the information at least annually after the initial registration and more frequently if required

information changes or another award is granted. Failure to register in SAM will render applicants ineligible to receive funding.

All applicants must complete the following registrations:

- **Register for a Data Universal Numbering System (DUNS) number at <http://fedgov.dnb.com/webform>.**
- **Obtain necessary codes: for non-U.S. organizations, an NCAGE code at <https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>.**

Please be advised that completing all the necessary steps to post applications on Grants.gov can take up to two full weeks. Once registered, the amount of time it can take to upload an application varies depending on a number of factors, including the size of the application and the speed of your internet connection. If the applicant fails to successfully register they will not be considered for funding. PA Baghdad strongly urges the applicant to begin the process to register well in advance of the submission deadline, and to not wait until the application deadline to begin the submission process.

The Grants.gov website includes extensive information on all phases/aspects of the Grants.gov process, including extensive sections on user guides and recommendations, as well as grantee training videos, located under the “Help/Support” section. PA Baghdad strongly recommends that all potential applicants review the website thoroughly.

For assistance with GrantSolutions.gov, please contact the Grants.gov Help Desk.

Support help is available at: Support@Grants.gov »

Toll Free Telephone: 1-800-518-4726

International: 1-606-545-5035

It is the responsibility of all applicants to ensure that proposals have been submitted in their entirety to www.Grants.gov. PA Baghdad bears no responsibility for data errors resulting from transmission or conversion processes.

D. Instructions for Proposal Preparation:

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov .

A complete proposal package will contain (I) a proposal narrative that does not exceed ten (10) pages and (II) all mandatory appendices as listed below. The proposal must be submitted in English, formatted to 8 ½ x 11 paper in Microsoft Word document, written in size 12 font, single spaced, and have page numbers. Proposals should utilize the Proposal Template to address the issues listed below:

1. Begin with a one-page executive summary (which does not count against your page number limit) outlining the problem that describes what this project seeks to address, as

well as your organization's expertise, capacity, and experience in implementing the proposed program.

-Give a clear description of assumptions, short-term and long-term project goal(s), objective(s), activities, outputs and intended results linked to your project; provide matching indicators and a plan to demonstrate a baseline at project inception that measures the current status of conditions that the project seeks to affect.

-Please describe how your organization would incorporate the proposed program into its already existing programming, and opportunities you see for growth and expansion of the program. Describe where the program will be physically housed, and if in multiple locations, describe how communication will be maintained among project personnel.

2. Full description of the program

3. Organizational expertise, competency, and past performance.

-Please describe your organization's mission and the type of programs it has.

-Where is the organization based and does it have operations in any other countries/regions? Please describe.

-How many communities does your organization's work currently reach? What kind of partnerships has your organization developed?

-Describe areas of key competency, past domestic/international experience, if any, and structure of the organization. How many people have you previously reached with prior projects? What changes have resulted from it? Please include statistics (if appropriate) and specific examples as evidence of your previous impact. Describe in detail any past experience with the Access Program.

4. Work Plan and Timeline

-Submit a detailed implementation plan and a monitoring and evaluation plan that follows the project timeline.

-Also include a description of how the project could be sustained at the conclusion of award funds.

E. Detailed Instructions for Required Appendices:

As an appendix and in addition to the proposal, applicants must submit a budget broken down by program year(s) with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below. Both of these components must specify the total amount of funding requested in U.S. dollars.

1) Line-Item Budget

The line-item budget can be submitted in MS Excel format and should show the organization's technical and labor cost categories as it relates to the proposed project. The line-item budget must be submitted in US dollars (USD) and include three [3] columns outlining the request to PA Baghdad staff, any cost sharing contribution, and total budget. It should include detailed information on personnel and consultants with proposed salary and salary history. In the case of sub-grantee partner organizations, a detailed line-item budget for each sub-grantee should also be included. Costs should be identified in each of the budget categories listed below, and should detail estimation methods, quantities, unit costs, and other similar points.

A. Personnel – In general, employees receiving benefits from the applicant organization are considered staff. Consultants hired to assist with the program who do not receive benefits should be included under Contractual. Identify staffing requirements by each position title and brief description of duties. Include dates the staff will be hired. Each staff member's salary calculation should include the annual/base salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: \$30,000/year x 25% x 8.5 months; calculation: $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312.$). This can be in the budget narrative if the organization prefers.

B. Fringe Benefits – State benefit costs separately from salary costs and explain how benefits are computed for each category of employee (specify type and rate).

C. Travel – Staff and any participant travel:

- 1) International airfare
- 2) In-country travel overseas
- 3) Domestic travel in the United States, if any
- 4) Per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: <http://www.gsa.gov/portal/category/21287> and http://aoprals.state.gov/content.asp?content_id=184&menu_id=78.

Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.

Please explain differences in fares among travelers on the same routes (e.g., project staff member traveling for three weeks whose fare is higher than that of staff member traveling for four months).

Please note that all travel, where applicable, must be in compliance with the Fly America Act. For more information see <http://www.gsa.gov/portal/content/103191>. PA Baghdad shall approve all proposed travel under this budget.

D. Equipment – Equipment is defined as having a per-unit cost of \$5,000 and a service life of more than one year. If the item meets these criteria than all federal procurement policies and procedures must be followed. If an item does not meet these criteria it is considered a supply. Please provide justification for any equipment purchase/rental.

E. Supplies – List items separately using unit costs (and the percentage of each unit cost being charged to the cooperative agreement for photocopying, postage, telephone/fax, printing, and office supplies (for example, Telephone: $\$50/\text{month} \times 50\% = \$25/\text{month} \times 12 \text{ months}$).

F. Contractual –

a. Sub grants – For each sub grant/contract please provide a detailed line item breakdown explaining specific services. In the sub grant budgets, provide the same level of detail for

personnel, travel, supplies, equipment, direct costs, and fringe benefits required of the direct applicant. If indirect is charged on a sub grant please include a NICRA.

Please note that a sub grantee who receives equal to or more than \$25,000 is required to have a DUNS number. Please visit www.fsrs.gov for more information.

Please Note: it is the applicant's responsibility to ensure that proposed sub-awardees are eligible for U.S. government funding.

b. Consultant Fees – For example lecture fees, honoraria, travel, and per diem for outside speakers or external evaluators: list number of people and rates per day (for example, 2 x \$150/day x 2 days).

C. Construction – Due to the nature of PA Baghdad programs, construction costs are generally not allowable or applicable.

d. Other Direct Costs – these will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. A-133 audit costs can be included if they are not part of the indirect pool and only the portion of the cost associated with this program.

e. Indirect Charges – An organization with a Negotiated Indirect Cost Rate Agreement (NICRA) from a federal government agency other than the U.S. Department of State should include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. PA Baghdad generally does not pay indirect costs against participant expenses, but each case may vary. Organizations claiming indirect costs should have an established NICRA. If sub grantees are claiming indirect costs, they should have an established NICRA that is also submitted with the proposal package.

If your organization does not have a NICRA, the proposal budget should not have a line item for indirect cost charges. Rather, any costs that may be considered as indirect costs should be included in specific budget line items as direct costs.

f. Cost Share or Matching Funds: This project does not require cost sharing; however, applications that include additional in-kind and/or cash contributions from third party sources will reflect increased commitment to the overall project and demonstrate greater cost effectiveness. If the proposed project is a component of a larger program, identify other funding sources for the proposal and indicate the specific funding amount to be provided by those sources. In addition, it is recommended that the budget narrative address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources.

When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, project implementers must maintain written records to support all costs which are claimed as your contribution, as well as costs to be paid by the Federal government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, PA Baghdad's contribution will be reduced in like proportion.

G. Budget Narrative

The budget narrative should provide additional information that might not be readily apparent in the detailed-line item budget, not simply repeat what is represented numerically in the budget, i.e. salaries are for salaries or travel is for travel. The budget narrative should briefly explain each line item to sufficiently justify each identified cost. It should include a justification for how the cost in each category is calculated.

- **Personnel** - Identify staffing requirements by each position title with a brief description of duties, including work locations, and other justifications for these costs as they relate to the project. Include resumes for any key personnel who are listed by name in the proposal.
- **Fringe Benefits** - Provide an explanation of fringe costs and how they are calculated.
- **Travel** - Provide a description of travel costs, including the purpose of the travel and how the travel relates to the project.
- **Equipment** - Provide justification for any equipment purchase/rental, including computers and related hardware, and their planned use for the project.
- **Supplies** - Specifically describe general categories of supplies and their direct use for the project.
- **Contractual** - Describe each contractual or consultant cost, and outline the necessity of each for the project.
- **Other Direct Costs** - Provide a narrative description and a justification for each cost under this category and describe how the costs specifically relate to this project.
- **Indirect Costs** - Provide approved NICRA for any indirect costs requested for the project.

The U.S. Embassy Public Affairs Office must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the line-item and narrative budgets to determine if the overall costs are realistic for the work to be performed. Costs shall be evaluated for realism, control practices, and efficiency. Emphasis will be placed on the cost-effectiveness of the proposal. The overhead and administrative components of the proposal, including salaries and fringe benefits, should be kept as low as possible. All other items should be necessary and appropriate. Cost-sharing is strongly encouraged, but not required.

Please see Section F for information on funding restrictions. Applicants must also disclose any funding they are receiving or planning to receive from other entities [or] [including] other agencies of the U.S Government or other Department of State offices.

Applicants may be subject to a pre-award financial and capacity survey by the Department of State.

Before a grant is awarded, PA Baghdad reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the initiative and the availability of funds.

Detailed Instructions on M&E Plan Submission

Applications must contain a monitoring and evaluation (M&E) plan that provides sufficient detail as to how project objectives will be achieved and how the project will further the English for Mission Contacts Program goals. This document should clearly identify the project goal(s), objective(s), and activities, as well as the output and outcome indicators by year that will be used to measure progress towards planned results. Baselines and targets for indicators should also be specified, along with a plan to complete a baseline assessment at project inception that measures the current status of conditions that the project seeks to affect as well as prior to completion should measure the products and services delivered directly by the program activities described. Outcome or result indicators should measure transformation and higher-level results of each activity. A recommended PA Baghdad monitoring and evaluation plan template is included.

The M&E Plan shall include the following:

- (i) The results to be achieved by the program;
- (ii) Qualitative and quantitative indicators to be used to measure achievement of the results;
- (iii) The method of data collection to be used to obtain the indicator data; and
- (iv) Targets for each indicator by year.

The Recipient shall consult with the PA Baghdad staff in the development of the M&E Plan.

Risk Analysis

Applications must contain a risk analysis. Risks are unavoidable – all programs inherently contain both internal and external risks. However, with proper identification and management, risks can be prepared for, minimized or mitigated. The purpose of a risk analysis is to identify the internal and external risks associated with the proposed program in the application, rate the likelihood of the risks, rate the potential impact of the risks on the program, and identify actions that could help mitigate the risks. A risk analysis should not be considered a one-time exercise or a static document. PA Baghdad defers to an organization to conduct adequate risk analysis and remediation for all of its operations and advises that risk analysis and remediation occur throughout the life of a program and should result in revisions to risk analysis documents and processes as necessary. Applicants should include all assumptions and external factors identified in the logic model in the risk analysis. Applicants should rate the likelihood of a risk and potential impact of the risk as “High,” “Medium,” or “Low.” A recommended PA Baghdad format for a risk analysis is included.

The budget narrative should detail what cost sharing, if any, will be contributed to the program. Applicants with a Negotiated Indirect Cost Rate Agreement (NICRA) with the USG should submit a copy of the NICRA to substantiate proposed indirect cost charges. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency must also submit the following information:

- Copies of the Applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to PA Baghdad staff.

- Projected budget, cash flow and organizational charts; and a copy of the organization's accounting manual.
- Applicants who intend to utilize sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive agreement financial plans should follow the same cost format as submitted by the primary applicant. A breakdown of all costs according to each partner organization or sub-awardee involved in the program should be provided. NOTE: If sub-awards are anticipated and not explained in the original application, Grant Officer and PA Baghdad staff approval (after award) will be required before the sub-agreement may be executed.
- Required assurances, certifications and representations.
- Information that confirms and ensures that proposed cost sharing will materialize.
- Applicants should submit additional evidence they deem necessary for the Grant Officer and PA Baghdad staff to make a risk assessment. The information submitted should substantiate that the Applicant:
 - Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
 - Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental;
 - Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
 - Has a satisfactory record of integrity and business ethics; and
 - Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

Certain documents are required to be submitted by an applicant in order for the Grant Officer and PA Baghdad staff to make a risk determination. However, it is U.S. Embassy Baghdad policy not to burden applicants with undue reporting requirements if that information is readily available through other sources. If the applicant has established a consortium among its partners, the Agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the applicant with whom PA Baghdad staff will work with for purposes of administration of the Agreement, identity of the applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION

Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation prior to issuance of an award. Applicants **should not submit** the information below with their applications. The information in this section is provided so that applicants may become familiar with additional documentation that may be requested by the Grant Officer and/or PA Baghdad staff.

- Reviewed Financial Statements Report or an Audited Financial Statements Report: Applicants who do not have a NICRA and cannot or choose not to use the 10% de Minimis rate pursuant to 2 CFR 200.414(f) may be required to submit one of these reports during negotiations.

- Bylaws, constitution, and articles of incorporation, if applicable.
- Any other information deemed necessary by the Grant Officer and/or PA Baghdad staff to make an affirmative determination of responsibility (positive risk assessment determination).

F. Funding Restrictions

U.S. Embassy Baghdad policy is not to award profit under assistance instruments. Pre-Award Costs – no costs chargeable to any award resulting from this NOFO may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Grant Officer.

G. Audits

The recipient is required to maintain books, records, receipts, documents, and other evidence, in accordance with the recipient's usual accounting procedures to sufficiently substantiate charges to the award. The recipient confirms that its program will be subject to an independent audit in accordance with the recipient's usual auditing procedures, and agrees to furnish copies of these audit reports to U.S. Embassy Baghdad along with other related information, as may be reasonably requested by U.S. Embassy Baghdad with respect to questions or findings arising from the audit report.

a. The recipient agrees to furnish U.S. Embassy Baghdad with a final report on activities carried out under the award, including accounting for award funds in sufficient detail to enable U.S. Embassy Baghdad to liquidate the award. The report must be submitted to the address specified in the award.

b. It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the award, will be maintained in accordance with the recipient's usual accounting procedures, which must follow generally accepted accounting practices. The recipient must maintain such financial records for at least three years after the recipient's final disbursement of funds under the award. The recipient agrees to make available to U.S. Embassy Baghdad all records and documents that support expenditures made under its program.

H. Award Selection Criteria

Evaluation Criteria: Applicants should note that the following criteria

- (1) Serve as a standard against which all proposals will be evaluated, and
- (2) Serve to identify the significant matters that should be addressed in all proposals. The USG will award grants to the applicant whose offers represent the best value to the USG on the basis of technical merit, past performance, and cost.

Each application will be evaluated by a peer review committee of U.S. Embassy PA, the English Language Office, and other experts as deemed appropriate. The evaluation criteria have been tailored to the requirements of this NOFO.

- **Project Goals/Implementation Plan (60 points):** Applicants should describe what they propose to do and how they will do it. The proposed activities must directly relate to meeting the goals and objectives, and applicants should include information on how they will measure activities' effectiveness and provide milestones to indicate progress toward NOFO-stipulated goals. The review panel will be viewing the implementation plan in terms of how well it addresses the goals and objectives, feasibility of the proposed activities and their timeline for completion, and the extent to which the impact of the project will continue beyond the conclusion of the funding period.
- **Organizational Capability (30 points):** Proposals should demonstrate the ability to develop and implement programs in the areas covered by the NOFO. Applicants must demonstrate how their resources, capabilities, and experience will enable them to achieve the stated goals and objectives.
- **Appendices (10 points):**
 - **Budget:** Costs shall be evaluated for realism, control practices, and efficiency. U.S. Embassy Baghdad must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the Budget to determine if the overall costs are realistic for the work to be performed, if the costs reflect the applicant's understanding of the allowable cost principles established by OMB Circular A-122, and if the costs are consistent with the program narrative. Applicants must submit SF 424A – "Budget Information – Non-Construction Program" along with a comprehensive budget for the entire program. There must be a summary budget as well as breakdowns reflecting both administrative and program budgets. Applicants may provide separate sub-budgets for each program phase, location or activity to provide clarification.
 - **Resume:** The review panel will consider the appropriateness of the selected project key personnel, in view of the roles and responsibilities those individuals will play in guiding the project from implementation to completion. While it is preferable to name project personnel and provide their résumés, position descriptions submitted in lieu of the résumés will be reviewed for the appropriateness of the qualifications and skills identified.

DISCLAIMER

Explanatory information provided by PA Baghdad that contradicts published language is not binding. Issuance of this NOFO does not constitute an award commitment on the part of the U.S. Government. U.S. Embassy Baghdad reserves the right to waive program formalities and to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. Awards made will be subject to periodic reporting and evaluation requirements as specified above and in the Notice of Award.